

30 October 1972

Mr. Bernard Posen  
Executive Director  
United States Civil Service Commission  
Room 7520  
E Street, N.W.  
Washington, D.C. 20415

Subject: CIA Affirmative Action Plan (EEO),  
Calendar Year 1973

Dear Mr. Posen:

Forwarded attached are two (2) copies of the Agency's EEO Affirmative Action Plan for CY 1973. It has been prepared in accordance with CSC Bulletin No. 713-25 of 31 July 1972 which reflects the requirements of the EEO Act of 24 March 1972.

/s/ William S. Davis

William S. Davis  
Director, Equal Employment  
Opportunity  
Central Intelligence Agency

Attachment: 2 copies  
CIA Affirmative Action Plan,  
CY 1973

Distribution:

- 0 & 1 - Addressee w/att
- 1 - ExDir w/att
- 1 - Each EEO officer w/att
- 1 - O/Personnel [redacted] w/att
- ✓ 1 - EEO file w/att
- 1 - WSBavis chrono w/att

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AFFIRMATIVE ACTION PLAN  
FOR  
EQUAL EMPLOYMENT OPPORTUNITY

CALENDAR YEAR 1973

/s/ (3 Nov 72)  
\_\_\_\_\_  
Executive Director

/s/ William C. Davis  
\_\_\_\_\_  
Director,  
Equal Employment Opportunity

Central Intelligence Agency  
November 1, 1972

## CENTRAL INTELLIGENCE AGENCY

### EQUAL EMPLOYMENT OPPORTUNITY PLAN

This report is a response to the request of the U.S. Civil Service Commission of 31 July 1972 to submit a revised Central Intelligence Agency plan of action. We have carefully examined the EEO Act of 1972, and the guidelines accompanying the above request. We have also taken into account the areas of emphasis and new reporting requirements set out in the law.

As was the case in the Agency plan submitted in early December 1971, we have restated earlier goals and refined certain of them.

Agency requirements for acquiring qualified personnel often go beyond conventional technical and educational credentials to embrace security, physical, psychological and personal requirements for prospective employees, and often for family members. We must continue to observe these limitations because of the sensitive mission of the Agency, but wherever it is possible we fully intend, in recruiting minority group employees, to observe the spirit and letter of the EEO program with which we are in complete sympathy and fully support. Likewise, we intend to continue to upgrade the status of minorities and women who are already on our rolls and have set out goals which will, over time, provide greater opportunities for advancement for them.

1. Organization and Resources to Administer the EEO Program

The Director of Central Intelligence has designated a senior officer as the CIA Director of Equal Employment Opportunity who is under his supervision for all matters pertaining to the Agency's EEO program. Five other senior officers are designated as EE Officers to carry out the program throughout the major components of the Agency. Four professional EEO Counselors are designated to carry out this phase of the complaint procedures in the major components. The EE Director and Officers are responsible for developing, monitoring, and maintaining the technical aspects of the program. The Executive Director-Comptroller of the Agency reviews the overall program and periodically provides policy guidance in its implementation.

Principal line officials in the Agency are responsible for monitoring the application and functioning of the personnel program as it applies to the members of the components.

The Director of Personnel is responsible for continually appraising the Agency's personnel program to ensure that recruitment and placement are compatible with the principles of equal employment opportunity.

The EE Counselors investigate allegations of discrimination and offer solutions on an informal basis. They have the direct support of all offices under the Director of Personnel, close working relations with EE Officers, and direct access to line supervisors in the major components.

The EE Officers work with components within their jurisdiction in implementing the EEO program. In complaint cases involving allegations of discrimination, they are responsible for keeping the Director of EEO advised as to the status of the case, for carrying out investigations assigned to them, and for proposing solutions on an informal basis in such cases.

The Director of EEO is in regular working contact with the EE Officers in the major components of the Agency and with the EE Counselors. Situations, conditions, or cases

which appear to be contrary to the Agency's EEO policy are brought to his attention immediately. He is responsible for the assignment of investigators for formal complaints and hearing examiners for appeals. This Officer is also in constant touch with the Director of Personnel and through the RE Officers with the heads of the major components to discuss the implementation of the EEO program.

The Director of EEO is also a member of the Staff of the Inspector General. This position permits him to have immediate day-to-day contact with any IG case which might have overtones of any type of discrimination. It involves him in regular IG surveys and investigations throughout the Agency which are concerned, among other things, with the fullest utilization of employee skills and with the maintenance of personnel practices and programs for equal employment opportunities.

The organizational structure and method of operating do not make it feasible to delegate below the headquarters level specific authorities and responsibilities other than those inherent in the supervisory responsibility of implementing the program.

No additional resources are needed to administer the program.

The above organization has proved to be more than adequate for the purpose; working relationships are good and the EEO Counselors are alert to their responsibilities. In this regard, only three complaints have been noted during the year; all were settled at the Counselor level. This record testifies to the wisdom of the informal counseling process of the EEO Counselors and its effectiveness in solving problems at the working level.

The Program personnel listed above have other duties in addition to their EEO functions, but all are required to devote as much time to their EEO responsibilities as may be required for their full and effective discharge. The size of the Agency's work force, the active interest and support of top management in furthering EEO objectives, and the full involvement of the Office of Personnel in program activities all are factors that make it unnecessary to maintain a larger, formal organization for EEO.

2. Recruitment Activities Designed to Reach and Attract Job Candidates from All Sources

No quotas were established nor are any contemplated, but the Agency has a positive commitment to employ women and members of minority groups as qualified candidates become available. As steps toward that end, the following specific actions were taken last year and will continue as operating goals in 1973.

a. We visited 31 black colleges and universities to establish contact with Directors of Placement and Cooperative Education, to attend Career Days, meet faculty members, and to interview students.

b. Invited 12 black educators from 9 leading black colleges and universities as guests of the Agency for a one-day orientation/discussion conference.

c. Appointed one full-time black recruiter and arranged for part-time participation of six additional black professional employees to assist in the minority recruitment effort.

d. Organized follow-up recruitment visits to selected black schools by teams composed of substantive officials and recruiters. This effort, begun last year, is effectively underway this autumn with initial focus on eight of the leading black institutions.

e. Emphasized to Placement Directors and other officials in major white schools having a significant black enrollment the Agency's interest in obtaining more minority employees in professional positions.

f. Reviewed the records of all black employees GS-9 and above, and approximately half of all black clericals, to see if placement is reasonably commensurate with qualifications. Every case in which there appears to be a question is investigated with a view to corrective action.

g. Appointed 18 unskilled minority individuals from the D. C. metropolitan area as GS-2 clerk trainees; provided them 3 months or more of training to develop their skills to usable levels; and assigned them to regular positions. Sixteen are still on duty, of whom 13 have earned promotion to GS-3, and 3 to GS-4. This is a continuation of an upward mobility program that began in 1969 and thus far has placed 46 underprivileged minorities in the organization.

h. All recruiters are under instructions, literally, to double their efforts to obtain more minority candidates, particularly for professional positions.

i. With respect to women, we are experiencing no difficulty in obtaining qualified applicants at all levels; in fact, we receive many more than can possibly be accommodated and we employ as many as our ceiling will permit. Thus we have not found it necessary to mount a special effort to recruit women. Our emphasis, instead, is upon expanding promotional opportunities for women in the organization and to open new areas of assignment for professionally qualified women. Several large Agency components have Womens Affairs Officers and organizations which will be augmented during the coming year by the establishment of an Agency-level Womens Affairs Council which will provide advice and guidance to the Executive Director and the Director NEO.

j. In furtherance of the foregoing activities, we are in touch with schools at high school and college levels; with Community Action groups; the Urban League; women's organizations; Project Transition officials in the military services; numerous professional societies; and a variety of other organizations and services throughout the country.

Some of the above actions represent a new departure for the Agency in recruitment techniques. We felt that we are not getting a reasonable share of the qualified candidates available and intend to sustain a vigorous effort to obtain them.

3. Utilization of Present Employee Skills

As noted in paragraph 2f above, the survey of skills and utilization of minority employees is a continuing process. With respect to employees generally, at all levels, we operate a continuing program of follow-up and reassignment interviews which is aimed at monitoring the placement and utilization of employees. Personnel Officers and EEO Counselors are involved in this activity, and periodic reports are reviewed by top management. Qualification requirements used by the Agency are currently under review, and modifications in all necessary respects will be a goal for 1973.

4. Upward Mobility

Loosely defined, we view upward mobility as those structured efforts which enhance opportunities and upgrade skills and performance. These efforts cut across the entire spectrum of personnel management, in all its aspects, and training in this Agency. A long established and comprehensive training capability exists in this Agency which readily accommodates the types of training required to enhance skills leading to advancement. Everything from typing and shorthand courses for younger employees to ADP, management courses, and mid-career and advanced programs and seminars are available in a large training establishment. These courses are geared to identified individual needs and to orderly career progression.

Career counseling and advice to employees seeking advancement are more often than not rendered without specific reference to EEO but rather as an ongoing part of good personnel management.

We will soon institute a system for maintaining better statistics on training given by our training establishment or otherwise provided by it in external facilities to women and minority groups. Our goal is to more closely examine their degree of participation in training which will enhance their careers. Frankly, not enough women and Blacks are participating in mid-career-level courses and we hope to increase their numbers during the coming year.



5. Training to Assure EEO Program Understanding

The Director of Training in concert with the Director, EEO, has arranged for EEO-type films to be shown at selected courses throughout the year. It is possible that for the frequently recurring junior professional-level management courses, the Director EEO may appear in a special filmed presentation of the EEO Program. The latter would emphasize the individual EEO responsibilities of supervisors at all levels. Additionally, the Director EEO speaks at all runnings of the mid-career courses which convene officers from every component in the Agency which thus constitute one of the best forums to clarify EEO program goals in the Agency. He also speaks twice yearly at an EEO program review chaired by the Executive Director of CIA and attended by all Deputy Directors and principal staff officers of the Agency.

We do not have a formal method for evaluating supervisory and managerial performance in the EEO area nor do we formally identify or reward supervisors who contribute notably to EEO program success, but a great deal of informal recognition of these is observed in many areas of the Agency. In December 1972 the Deputy Directors will be briefed by a senior official of the component with the highest percentage of Black employees in the Agency who has been responsible for a successful job restructuring/upward mobility program. His experience and success, we felt, deserve recognition and imitation. In his component, supervisors recognize that they are expected to participate actively and effectively in EEO efforts.

6. Community Activity

For security reasons CIA is unable, as an organization, to participate in many activities and programs not connected with its sensitive operational mission. Employees are encouraged to participate in civic activities as private citizens, but to the extent possible, professional anonymity is encouraged.

## 7. Internal Program Evaluation

This Agency maintains and periodically analyzes statistical data on minorities and women. The analyses produced have allowed the Executive Director and the Director EEO to focus more effectively on EEO problem areas. During the past year we came to the conclusion that our goals should center around three major concerns. First, to recruit qualified Black professionals in Grades GS-9 and above who have a potential for senior rank. Second, to upgrade the status of Black professionals in this same grade range who are already on Agency rolls. Third, to enhance the status of women in grades GS-12 and above with particular emphasis on advancing those that can qualify to GS-14 and higher.

There are corollary goals that have emerged in the process of goal refinement that has taken place during the past year. They are: (a) to improve our Black professional recruitment techniques and mechanisms. We have made great progress in this regard in recent months; (b) to reexamine our psychological and professional aptitude testing program to be sure that we are not, unintentionally, discriminating against minority candidates who generally do not do as well on these tests as others. We are examining our interpretation of minority test results not only to avoid prejudice but to enable prospective supervisors to render well informed and fair employment judgments; (c) to encourage meaningful assignments and pertinent training for Black professionals who are on our rolls to enable them to compete more effectively for promotion; and (d) to seek better assignments and career development training for women, particularly in grades GS-12 and above.

In addition to closely examining training and promotion statistics, we periodically brief (twice each year) the principal line officials of the Agency on the above and assist them, through statistical presentations, to focus on weak areas.

They, in turn, remind their personnel management committees of their commitment to the EEO program. The five EEO Officers serve under them and provide feedback for the Director EEO on details on each of their programs at appropriate intervals.

The EEO Counselors provide a continuous grass roots appreciation of employee grievances, including those falling under the aegis of EEO. They work closely with the Director EEO in cases involving new assignments for Black professionals seeking job changes.

Internal evaluation works well in CIA and communications on EEO matters both formal and informal, are effective.

#### 8. Processing of Complaints of Discrimination

During the calendar year, to date, only three cases of potential discrimination have been processed by Agency EEO Counselors. In each, the complainant did not pursue further remedy but was satisfied with subsequent actions taken by supervisors. You will note that during past years, only a handful of complaints have surfaced to Counselors. Nonetheless, we have established and publicized the grievance procedures each year which include reference to the names, phone numbers, etc. of EEO Counselors, EEO Officers and the Director, EEO.

We have the machinery and procedures for handling grievances that go beyond the counseling stage, but have not had occasion to use them. The minority population in the Agency is relatively small and our continuing survey of both Black professional and clerical employees leads us to the conclusion that the majority are fairly well placed or have headroom commensurate with their qualifications and aspirations.

30 October 1972

Report of Qualifications of  
Principal EEO Officials

I certify that the qualifications of all staff officials concerned with administration of the CIA EEO program including the following:

Director of Equal Employment Opportunity  
(who also functions as Federal Womens  
Program Coordinator),

Four EEO counselors,

Five EEO officers

have been reviewed by competent authority and the incumbents of these positions meet the standards outlined in Qualifications Standards Handbook X-118 under "Equal Employment Specialist GS-160," or "Qualifications Guide for Collateral Assignments Involving Equal Employment Opportunity Duties." Evidence that the review has been made and its findings are on file in this Agency.

William S. Davis  
Director, Equal Employment  
Opportunity  
Central Intelligence Agency  
Washington, D.C.

ALLOCATION OF PERSONNEL  
AND RESOURCES FOR EEO

All of the staff personnel (see Report of Qualifications of Principal EEO Officials) associated with the EEO program are part-time, including the EEO Director, who also functions as Federal Womens Program Coordinator.

The four Counselors are professional personnel officers of broad experience who provide the grass roots institutional support required in the grievance aspects of EEO. Their normal counseling duties are completely compatible with EEO requirements. The five EEO officers (who function at the Directorate level) are senior administrative/Personnel officials with long experience in personnel/administrative work at senior levels. Their principal concern is to monitor the individual Directorate EEO programs and are involved in grievance procedures as an appellate step in the process. They act as surrogates of the Director, EEO. They assist in the evaluation of the EEO program every six months and prepare materials for inclusion in the Annual Affirmative Action Plan as well as the end-of-the-year report on the EEO program in CIA to the Executive Director.

The Director of EEO is a senior inspector in the office of the Inspector General, which is a part of the office of the Director, CIA. He is an experienced generalist of long tenure in the Agency with considerable program management and personnel experience.

Since all of the above officers, plus various line officers not specified, support the EEO program in the context of their full-time role as administrators, it is not practical to estimate, in dollar terms, the resources involved. We have no regional organizations or plans and thus there are fewer persons involved in EEO programs than might otherwise be the case.

The Director EEO depends upon the office of the Inspector General and the Chief of Personnel for support needed throughout the year to administer the EEO program.

## CIA ACCOMPLISHMENT REPORT

The following comments are geared to our CY 1972 Affirmative Action Plan and constitute a report of accomplishments, in light of which we have made appropriate changes in the Affirmative Action Plan for the coming year.

First of all, the Agency is much more aware of the EEO program than at any time in the past. Briefings, and follow-up consultations, with the most senior line officials of the Agency and subsequent discussions by them of EEO goals with their principal subordinates have created a healthy atmosphere for the program. Senior officials are now much better aware than they were of the areas requiring priority attention and action. Our batting average for Black professional recruitment is discernibly better than six months ago, but still far below our desires. But we will persist. The promotion rate for Black professionals and female professionals is inching up, but we feel we can do more about assignments and training in both groups--that will lead to advancement.

Recent surveys of major components of the Agency where there are relatively large concentrations of Black employees surfaced typical, but not insurmountable problems. More importantly they exposed a determination on the part of senior management in them to come to grips with EEO problems in an honest and forthright way. A developing upward mobility program in one of them is already showing results, as well as good intentions.

We have not developed quotas of any kind but we are trying to establish concrete EEO goals in each of the three areas of emphasis. These are strongly influenced by our ability to find, test, evaluate and offer employment to qualified candidates who offer a potential for growth. That is why we have paid great attention in the past year to improving our institutional capabilities and techniques to recruit among minorities. Correspondingly, we have tightened up the process for reviewing minority candidate files to assure the highest levels of management that fairness and objectivity prevail.

We have insisted that all EEO Counselors and Officers attend EEO courses and have laid the groundwork for an effective presentation of the program to the rank and file, to midcareerists and to top echelons through our training establishment and special briefings.

Much remains to be done but there is a gradually increasing awareness of the need to take something better than conventional steps to meet our EEO goals.

Several major components have established a system of womens councils and womens referents who examine the problems of career advancement, look into specific career problems and make recommendations for change in individual case situations. These act in concert with the personnel establishment but have a special role to play in bringing a fresh approach to personnel management.

The grievance aspect of EEO in this Agency is a relatively low key and minor one. The affirmative action aspect is much more important and receives much more attention at all levels.

In setting dates for the completion of goals we have broken the calendar year into two parts so that twice each program year we can assess what progress, if any, has been made. Our benchmarks differ from directorate to directorate as do the goals which they relate to. We have not yet completed the goal-setting process in all directorates, but expect that we will have done so by the end of the calendar year plan.

Although promotion rates are only one yardstick for measuring the success or failure of our EEO program, we will pay close heed to them for Black professionals GS-9 and above and women GS-12 and above during the next calendar year. Almost as important, we must find better ways to monitor the assignment and training process to ascertain that Blacks and women are getting their fair share of opportunities.